

77-2159

77-899/3

19 APR 1977

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: John F. Blake  
Deputy Director for Administration

SUBJECT: Harvard University Management Courses

1. Action Requested: A letter for your signature is attached accepting Dean Fouraker's invitation to send a CIA officer to attend Harvard's Program for Senior Managers in Government from 31 July - 19 August 1977. This memorandum also seeks your approval to continue to send small numbers of CIA personnel to Harvard's Program for Management Development (PMD), but, based upon CIA's experience, not to the senior Advanced Management Program (AMP).

2. Background: In addition to the invitation to you from Dean Fouraker, the DDCI received a similar invitation from Professor Joseph Bower.

a. The description of the course suggests that much of its content would have relevance to CIA management issues. On the other hand, we have found these short courses to be quite expensive, particularly when viewed against current budget restraints. Accordingly, we would like to respond affirmatively to Harvard's invitation by sending one well-selected individual and, after attendance, to make a careful evaluation of the benefits of the program in the light of its cost before undertaking any further commitment.

b. Until 1974, CIA participated in both the AMP and the PMD. Agency participation in both courses (as well as similar courses in other universities) was reviewed carefully and cut back. The courses' content is heavily slanted toward business problems, and their application

SUBJECT: Harvard University Management Courses

to intelligence work and to management of CIA was deemed marginal. Accordingly, we are now sending one or two officers each year to the PMD and have dropped participation in the AMP completely. The four-month PMD now costs about \$8,900 per attendee and the three and one-half month AMP is approximately \$10,000.

3. Recommendation: That you sign the letter to Dean Fouraker accepting his invitation; that you approve continuing participation in the PMD not to exceed two individuals a year; and that you approve our nonparticipation in the AMP.

/s/John F. Blake

John F. Blake

Att.

APPROVED:

*See ER 77-899/2A*  
Director of Central Intelligence

DISAPPROVED:

Director of Central Intelligence

DATE: \_\_\_\_\_

MAY 7 11 07 AM '77

**Distribution:**

Orig - Return DDA, w/att  
1 - DCI, w/att  
1 - DDCI, w/att  
1 - ER, w/att  
2 - DDA, w/att

70 E888 - 222/98

John E. Blake

Sensitive Registry

77-899/2A

Dear Larry,

Thank you for your letter of 30 March inviting CIA participation in your Program for Senior Managers in Government. The description contained in your letter sounds as if the course will go far to help individuals bridge the gap between the worlds of business and government.

We are currently undertaking a competitive selection process in CIA which will identify one well-qualified nominee to the Program. You can be assured that our participant will make a solid contribution to the common learning process of this new program. Upon completion of the selection process, you will be hearing from the Chairman of our Training Selection Board.

As my deputy, Hank Knoche, received a similar invitation from Professor Joe Bower, this response will cover both letters of invitation.

Yours,

STANSFIELD TURNER  
Admiral, U.S. Navy

Dr. Lawrence E. Fouraker  
Dean  
Graduate School of Business  
Administration  
Harvard University  
Soldiers Field  
Boston, Massachusetts 02163

Executive Registry

77-899/2B

20 MAY 1977

E-1.2.1

Dean Lawrence E. Fouraker  
Harvard Business School  
Soldiers Field  
Boston, MA 02163

Dear Dean Fouraker:

STAT The Agency Training Selection Board met last week and selected [ ] GS-18, the Director of our Office of Development and Engineering in the Science and Technology Directorate.

STAT [ ] entered the Agency in April 1951. During his 26 years of service, he has demonstrated exceptional ability both in the technical fields and as a manager. In 1970, he was awarded the Intelligence Medal of Merit in recognition of his key contribution to the management of the design and development of a sophisticated technical collection system. His assignments in office-level managerial positions have been met with like success.

STAT [ ] has been selected by the Agency for this training program based on the contribution he can make to the program, as well as the benefits he will derive and put to use as a result of participating in it. [ ] application is enclosed.

STAT  
STAT

Sincerely,

[ ]  
Harry E. Fitzwater  
Chairman  
Training Selection Board

Enclosure

Distribution:

- Orig - Addressee, w/encl.
- 1 - STO/DDS&T, w/cy basics, w/o encl.
- 1 - ER thru DDA, w/cy basics, w/encl.

EXECUTIVE REGISTRY FILE E-1.2.1

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DDA

# EXECUTIVE SECRETARIAT

## Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
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2	DDCI		/		
3	D/DCI/IC				
4	DDS&T				
5	DDI				
6	DDA	/			
7	DDO				
8	D/DCI/NI				
9	GC				
10	LC				
11	IG				
12	Compt				
13	D/Pers				
14	D/S				
15	DTR		/		
16	Asst/DCI				
17	AO/DCI				
18	C/IPS				
19	DCI/SS				
20	D/EE0				
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SUSPENSE \_\_\_\_\_ Date \_\_\_\_\_

Remarks: DDCI received a similar letter on 29 MAR from Prof. Bower. ES sent to DTR for action w/STAT DCI comments of Apr for guidance.

Prepare response for DCI signature, addressing

3637

with the 29 and 30 Mar letters.

D/E [Signature] 11 APR 77  
Date

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION

OFFICE OF THE DEAN

SOLDIERS FIELD

BOSTON, MASSACHUSETTS 02163

March 30, 1977

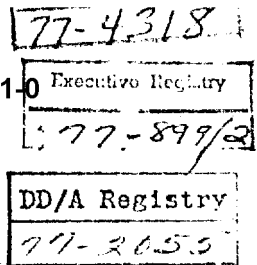
Admiral Stansfield Turner  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Stan:

My purpose in writing is to enlist your support for a new Harvard enterprise. Last year, the University initiated a program of midcareer education designed for experienced executives who hold positions of major responsibility in the public sector. Sponsored jointly by the Harvard Graduate School of Business Administration and the John F. Kennedy School of Government, the Program for Senior Managers in Government seeks to further the development of effective managerial attitudes and abilities. As a means of recruiting outstanding participants for this three-week Program, I am writing to you personally to ask for your help in this effort, for we need high-level support in order to achieve our goals.

The Program for Senior Managers in Government represents our belief that the value of management training in government is sufficiently great that the time of top-caliber senior executives will be released for such purposes, even in this busy administration. As described in the enclosed brochure, the Program emphasizes the development of a framework for systematically studying and resolving the key problems that face executives in the public sector within its complex constitutional and political context. Its curriculum is conceived in terms of five related core areas which are developed as overlapping views of the same managerial problems: the systematic analysis of large complex problems in their political context; the legislative and political process; managing the formulation of organizational purpose and resource allocation; building and using systems for measurement, evaluation, and control; and administrative practice. The faculty for this Program is comprised of some of the most talented members of the Schools of Business and Government.

We hope that you will find the Program of interest and that you will assist us by identifying one or more key people whom you feel would benefit by being with us this August. Although we are especially interested in high-ranking experienced executives, it is also important that the person chosen be truly talented. We believe that the curriculum we have put together will make a major contribution to the participants. But our experience also tells us that the caliber of the executives in the group is equally important to the Program's success. Indeed, last year's participants and faculty were very enthusiastic in their support of the Program,



Admiral Stansfield Turner

- 2 -

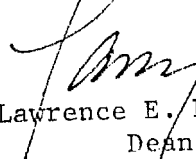
March 30, 1977

and many of them emphasized the contribution made by high-quality participants.

In particular, we are seeking applications from individuals in positions of high responsibility in the Federal government; from the executive departments and agencies, from the staffs of the White House, the OMB and other parts of the Executive Office of the President; from two or three leading members of the staffs of important congressional committees; a representation from executives in state and local government; and from a small number of executives from business whose areas of responsibility relate to government. The experience of all these people working together in a tough, well-designed program should be extremely valuable.

Please let me know if we can provide you with further information on the Program. We will be happy to answer any questions and look forward to hearing from you.

Sincerely,



Lawrence E. Fouraker  
Dean

LEF:gk

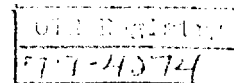
Enclosure



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GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

GEORGE F. BAKER FOUNDATION



JOSEPH L. BOWER  
*Professor of Business Administration*

SOLDIERS FIELD  
BOSTON, MASSACHUSETTS 02163

March 29, 1977

Mr. E. Henry Knoche  
Deputy Director  
Central Intelligence Agency  
Washington, DC 20505

Dear Mr. Knoche:

My purpose in writing is to inform you that Harvard University's Program for Senior Managers in Government will be held from July 31 to August 19, 1977. Jointly sponsored by the Harvard Business School and the John F. Kennedy School of Government, this new program is designed for experienced executives who hold positions of major responsibility in the public sector and seeks to further the development of effective managerial attitudes and abilities.

The three week program emphasizes the development of a framework for systematically studying and resolving the key policy and management issues that face executives in federal, state and local government. We have developed a substantial body of new case material and feel that the curriculum will make a major contribution to the participants. Our long experience with executive education also tells us, however, that the caliber of the executive in the group is equally critical to the success of a program.

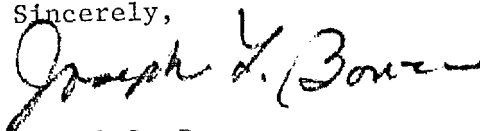
As a part of the process of recruiting outstanding participants, we are writing to friends of Harvard and selected individuals with important roles in the public sector. Accordingly, I am writing to you to ask for your interest and support and am enclosing a brochure which describes the program more fully.

Page 2  
March 29, 1977

We are seeking applications from key individuals in the federal executive branch (the cabinet, agencies, the White House), from staff directors of major congressional committees, from senior managers of state and local government departments and agencies, and from a small number of business executives whose areas of responsibility relate to government. One of our top priorities is attracting the candidacies of women and minorities holding such senior positions. The experience of working together in a tough, well-designed program should be memorable.

I look forward to hearing from you.

Sincerely,

A handwritten signature in dark ink, appearing to read "Joseph L. Bower". The signature is fluid and cursive, with a long horizontal stroke at the end.

Joseph L. Bower

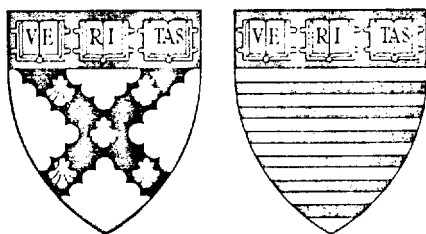
JLB/js  
enclosure

STAT

Name .....  
Last First Middle  
Organization ..... Central Intelligence Agency  
.....

HARVARD UNIVERSITY  
Harvard Business School  
Kennedy School of Government

PROGRAM FOR SENIOR  
MANAGERS IN GOVERNMENT  
APPLICATION FOR ADMISSION



July 31— August 19, 1977

Please return this application to:

Program for Senior Managers in Government  
Alumni Center  
Harvard Business School  
Soldiers Field, Boston, Massachusetts 02163  
Telephone (617) 495-6585  
Telex 7103301928

STAT

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Next 4 Page(s) In Document Exempt

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# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Harvard University Management Courses

FROM:

John F. Blake  
DDA  
7D-26 Hqs

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DDCI  
7E-12 Hqs

4/20

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[Redacted]

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